

MEMORANDUM

State of Alaska
Department of Administration
Division of Personnel

To: Mila Cosgrove
Director

Date: November 12, 2004

Thru: Lee Powelson
Classification Manager

From: Keith Murry
Human Resource Specialist

Phone: 465-4074

Fax: 465-2576

Email: keith_murry@admin.state.ak.us

Subject: State Equipment Fleet Management Classification Study

Preamble:

As a result of recommendations from the Governor's Lean Enterprise Team, the Department of Transportation and Public Facilities is reorganizing the management of the State Equipment Fleet. The agency is consolidating activities to increase efficiencies and cost-savings. As part of this consolidation, the agency requested the creation of two new job classes for positions managing the fleet maintenance operations and the fleet parts and supplies operations. The reorganization also resulted in a need to conduct a study of the Statewide Equipment Manager (P9749-23), the District Equipment Manager (P9732-20), and the District Equipment Superintendent (P9755-18) job classes.

Updated Position Descriptions for the majority of positions in the study were received on October 8, 2004.

History:

To provide a clear background for the changes to the affected class specifications the history of job classes providing supervision and management for the State Equipment Fleet was researched.

Automotive Shop Foreman (P9753-17) was established on 12/11/67. The class included positions supervising automotive mechanics servicing automotive equipment in a major equipment shop. The class was abolished on 06/01/74 due to the positions being incorporated into the Labor, Trades, and Crafts Wage Group series.

Automotive Shop Foreman (P9321-51) was established 08/01/74. The class included positions supervising automotive mechanics servicing light and heavy automotive equipment at a major equipment shop. On 05/01/83, the positions were separated into a series and Automotive Shop Foreman I (P9322-52) and Automotive Shop Foreman II (P9321-51) established. The Automotive Shop Foreman I supervised an equipment repair facility with three or more

permanent subordinates. The Automotive Shop Foreman II supervised a major equipment repair facility with seven or more permanent subordinates.

Automotive Shop Foreman I and II were abolished concurrent with the establishment of broadband, competency based Mechanic (P933x) class specifications for Labor, Trades, and Crafts positions on 07/01/99.

Equipment Manager (P9732-20) was established 02/23/73. The class included positions managing all state owned and rented automotive equipment in a Highway District.

On 03/08/73 Equipment Manager was revised and retitled to District Equipment Manager (P9732-20) concurrent with the creation of the District Equipment Superintendent (P9755-18). The District Equipment Manager defined positions responsible for management and direction of all district highway equipment programs. The District Equipment Superintendent defined positions supervising shop activities and assisting the District Equipment Managers. The new classes replaced the Automotive Equipment Supervisor series.

The history of the Automotive Equipment Supervisor series prior to 1973 is not available. The series included positions responsible for directing all fleet servicing and maintenance in a district with the levels determined by the size of the district.

Assistant State Equipment Manager (P9730-21) was established on 10/16/80 to replace the Automotive Equipment Supervisor (P9726-20). The class defined a position supervising regional personnel and managing the technical functions of the State Equipment Fleet including bid specifications for equipment purchasing, analysis of equipment operations, and equipment parts control. On 12/01/83 the class was revised and the title changed to Automotive Equipment Coordinator (P9730-21). Automotive Equipment Coordinator was abolished on 09/30/91 since no positions were allocated to the class.

Statewide Equipment Manager (P9749-23) was established on 01/16/89. The class defined a single position responsible for directing the establishment or revision of policies and procedures of the State Equipment Fleet and the Highway Working Capital Fund. At the request of the department a petition was submitted to the Personnel Board to place the position in the Partially Exempt service. The Personnel Board met on 04/06/89 and approved the extension of the Partially Exempt service effective 04/16/89.

On 09/14/90 the Department of Transportation and Public Facilities requested the Department of Administration petition the Personnel Board to move the Statewide Equipment Manager position from the Partially Exempt service to the Classified service as the position's duties no longer included the policy level responsibilities which supported inclusion in the Partially Exempt service. Due to other considerations the Department of Administration did not submit a request to the Personnel Board and no changes were made to the job class.

Scope:

The reorganization of the State Equipment Fleet included the positions in the District Equipment Superintendent and District Equipment Manager job classes and two positions assigned new

duties. This study covered the resulting nine positions supervising and managing the State Equipment Fleet in the Department of Transportation and Public Facilities. Some positions currently allocated to District Equipment Manager or District Equipment Superintendent are being deleted as a result of the agency's reorganization. Final action on these positions will be taken when the reorganization is closer to completion.

The Statewide Equipment Manager class is being further reviewed. Revisions to the class specification and any impact to the position in the class will be implemented at a later date.

Study Method:

Following receipt of the study request, representatives from the Division of Personnel met with representatives from the Department of Transportation and Public Facilities Commissioner's Office and Division of Administrative Services to review the changes in SEF management.

The information from the meetings and the updated Position Descriptions were examined. The positions were evaluated under the criteria for grouping positions into job classes to determine if they should be allocated to existing job classes, allocated to a single new class, or allocated into separate new classes. Class specifications were drafted and provided to the department for review and comment. The comments were reviewed and appropriate changes made to the class specifications. The positions were allocated, the salary ranges of the classes evaluated for internal alignment, and the final decisions documented.

Class Analysis:

The State Equipment Fleet is responsible for procuring, maintaining, and disposing of vehicles and equipment owned and operated by the State of Alaska. The fleet's mission is to provide all state agencies with safe, economical vehicles needed to accomplish their mission. The fleet headquarters provides procurement, billing, and support services while maintenance shops and parts depots throughout the state provide maintenance and service.

The fleet's individual maintenance shops vary from large specialized operations like the Anchorage Heavy Duty shop to small one or two person shops in remote areas. The larger shops have a Mechanic Foreman to direct staff and operations, others have a lead level Mechanic. The smaller shops often have only one or two advanced or journey level Mechanics. The District Equipment Superintendents were responsible for overseeing multiple maintenance shops within a segment of a region. The State Equipment Fleet has historically been organized in three regions: Northern, Central, and Southeast.

The District Equipment Superintendents in the Northern and Central regions reported to District Equipment Managers. The Southeast Region was covered by a single District Equipment Superintendent that reported directly to the Statewide Equipment Manager. The District Equipment Managers oversaw the regional maintenance shops as well as their region's parts and supply depot and administrative support.

The Statewide Equipment Manager was responsible for overall program management and supervised the regional managers. The position reported to the Statewide Maintenance and Operations Engineer (Engineer/Architect IV).

The information provided indicates the reorganization of the equipment fleet management has not impacted the internal organization of the maintenance shops and parts depots. The changes have focused on the scope of responsibilities assigned supervisory management positions and their reporting relationships. In the new organization, the maintenance side of the fleet is divided into six districts instead of three regions. Each district is managed by a single position (currently allocated to District Equipment Superintendent or District Equipment Manager). Each district includes multiple shops in different geographic locations. All six district managers report to a single maintenance manager position who is responsible for coordinating district maintenance operations and working with other fleet managers to coordinate fleet operations, improve efficiency, and produce cost-savings.

The regional parts and supplies depots have been organized under a single management position. This newly defined position supervises each of the regional depots, coordinates the operations between depots and maintenance shops, and works with other fleet managers to coordinate fleet operations and improve efficiency and meet the needs of the maintenance shops.

The maintenance manager and the parts manager report to the Statewide Equipment Manager position. The Statewide Equipment Manager also supervises the procurement section head, an Administrative Manager IV, the head of the newly consolidated administrative section, a proposed Administrative Manager II, and computer and operations specialists.

The state's classification plan provides for grouping positions into job classes when they are sufficiently similar with respect to duties and responsibilities, degree of supervision exercised and received, and entrance requirements so that: the same title can be used to clearly identify each position; the same minimum qualifications for initial appointment can be established for all positions; the same rate of basic pay can be fairly applied to all positions; and employees in a particular class are considered an appropriate group for purposes of layoff and recall. Job classes should be constructed as broadly as is feasible as long as the tests of similarity are met.

The majority of the positions under review are at the district manager level. These positions differ in the size and location of individual maintenance shops within their assigned district and have some variation in the types and number of equipment; however, these differences are not significant enough to change the scope, level, or difficulty of their regular and recurring duties. The level of responsibility for supervision of skilled craftsmen, organizational coordination and management, and financial monitoring and cost analysis is the same. The positions report to the same management position and receive the same level of direction and guidance. The level of knowledge and skills required to oversee multiple shops and direct the work of Mechanics indicates the positions are appropriately assigned the same qualification requirements. The similarities in the positions indicates it would be fair to apply the same rate of basic pay and employees in the positions would be an appropriate group for layoff and recall.

The maintenance manager position is assigned a substantively different scope and level of duties and responsibilities. The differences of responsibility and difficulty inherent in overseeing the district managers and coordinating maintenance operations throughout the state; the level of knowledge and skill required to successfully manage the maintenance program; and the

difference in type and level of guidance and supervision received indicates the maintenance manager is not appropriately grouped with the district manager positions for purposes of personnel administration.

The position managing the parts depots exhibits similarities in scope and level of authority and responsibility to both the district manager positions and the maintenance manager position. Examination of the duties and responsibilities reveals the position has significant differences in the area of knowledge and skills required to manage the acquisition, warehousing, and distribution of parts and supplies. The differences in duties and responsibilities resulting from the position's responsibility for managing parts depots throughout the state, but having a limited number of depots; coordinating operations with maintenance shops in all districts; type and level of decisions made; and type and level of guidance and supervision received indicates the position is not appropriately grouped with either the district manager positions or the maintenance manager position for purposes of personnel administration.

Analysis of the similarities and differences of these positions indicates three job classes are appropriate: a district maintenance manager covering the majority of the positions, a single position statewide maintenance manager, and a single position statewide parts manager.

A class title should be the best descriptive title for the work. It is intended to concisely and accurately convey the kind and level of work performed and should be brief, easily recognized, gender neutral, and understood by potential applicants. To clearly portray the scope of duties and level of responsibility of positions included in each class created, the following titles have been selected: Equipment Fleet District Manager, Equipment Fleet Maintenance Manager, and Equipment Fleet Parts Manager.

Class Codes are assigned to job classes based on their placement in the classification scheme. The duties and responsibilities of the positions under review indicate the classes are properly placed in the Highway and Automotive Maintenance Supervision family of the Labor, Trades, and Crafts group. Placing the Equipment Fleet Parts Manager in the Miscellaneous Services family with its subordinate Stock & Parts Services classes was considered, but was found to be an unnecessary separation from the other fleet management classes. To prevent data entry problems during the period between the establishment of these classes and the deletion of the positions being removed from the budget, new class codes are being assigned. Assigning codes P9711, P9712, and P9713 will keep the classes together within the family and provide for future needs within the family schematic.

The minimum qualifications established for a job class must relate to the knowledge, skills, and abilities needed to perform the work and must not create an artificial barrier to employment of individuals in protected classes. Education requirements should be limited to the basic formal education that customarily prepares individuals for work in the field. Experience requirements are intended to ensure new employees can successfully perform the work after a period of orientation or familiarization. Required experience should be directly related to the actual duties of positions in the class and should not be equivalent to the work to be performed.

In determining the appropriate minimum qualifications for the classes under review, this analyst reviewed the types of work that would provide the level and types of knowledge, skills, and abilities required; the normal patterns of career paths; and the qualification requirements of jobs from which one would expect to draw candidates. Evaluation of the requirements for entering positions from which candidates for the classes under review would normally be drawn indicated a requirement for formal education was not appropriate. One can reasonably expect the majority of candidates to have a background in the skilled crafts. Establishing a requirement for formal education could be considered an excessive bar to employment and could possibly disqualify a disproportionate number of members of protected groups.

In setting experience requirements, this analyst considered the seasonal variation of the work caused by the climate and geography of the state, and the number of seasons one could reasonably expect would provide a sufficient breadth and depth of experience to ensure the requisite knowledge and skills were acquired. The experience requirements are sufficiently broad to include potential applicants that perform similar work for other governmental or private organizations.

Internal Alignment:

The salary range of a job class is determined based on internal consistency within the state's pay plans, in accordance with merit principles, with the goal of providing fair and reasonable compensation for services rendered and maintaining the principle of "like pay for like work." In evaluating internal consistency the difficulty, responsibility, knowledge, skills, and other characteristics of a job are compared with job classes of a similar nature, kind, and level in the same job group and family or related job families.

In analyzing the internal alignment of these classes, comparisons were made to classes with similar duties in management of equipment maintenance and operations and the direction of skilled craftsmen. The comparison classes include: Transportation Maintenance Superintendent I (P9440-18), Transportation Maintenance Superintendent II (P9441-20), Transportation Maintenance Manager I (P9746-19), Transportation Maintenance Manager II (P9747-20), Transportation Maintenance Manager III (P9748-22), Airport Operations Superintendent, FIA (P1967-19), Airport Operations Superintendent, AIA (P1966-20), Assistant Manager, Airfield Maintenance (P9721-20), Vessel Supervisor (P9674-20), Ship Services Manager/Port Steward (P1970-21), Manager, Airfield Maintenance (P1972-22), Marine Traffic Manager (P2148-23), Airport Manager-FIA (P1974-24), Marine Transportation Services Manager (P1971-24), and Airport Manager-AIA (P1975-25).

In analyzing the internal alignment of the new classes against existing classes, this analyst evaluated and compared the following characteristics: the range of different kinds of work performed and skills needed; the scope of geographic responsibilities and resulting difficulties; the scope and level of responsibility and authority for a program; the indicated authority for exercising initiative and the different types of opportunities for doing so; the purpose and authority exercised in contacts with agency management outside the supervisory chain; the purpose and complexity of contacts with the public; the kind and extent of supervisory responsibilities; and the types of decisions, conclusions, and recommendations regularly expected of the positions and their impact on state operations and the general public.

Analysis of the Equipment Fleet District Manager's regular and recurring duties, district responsibility, supervision exercised over skilled craftsmen, maintenance program role and authority, and role in contacts with agency management indicates the class is most appropriately placed at salary range 19.

Analysis of the Equipment Fleet Parts Manager's regular and recurring duties, statewide responsibility, supervision exercised over skilled craftsmen, parts program role and authority and responsibility as part of the overall maintenance program, and role in contacts with agency management and the private sector indicates the class is most appropriately placed at salary range 20.

Analysis of the Equipment Fleet Maintenance Manager's regular and recurring duties, statewide responsibility, supervision exercised over Equipment Fleet District Managers, maintenance program role and authority, and role in contacts with agency management and the private sector indicates the class is most appropriately placed at salary range 21.

As an additional check against error this analyst compared the new equipment fleet classes against the class specifications they are replacing. The expanded role and responsibility of the Equipment Fleet District Manager indicates a higher salary range than the District Equipment Superintendent's range 18 is warranted. The lack of responsibility for parts and administrative units and narrower geographic scope indicates a lower salary range than the District Equipment Manager's range 20 is appropriate. This supports the Equipment Fleet District Manager being assigned range 19.

The Equipment Fleet Parts Manager's statewide geographic responsibility, number of parts depots, and supervision of skilled craftsmen indicates a higher salary range than the District Equipment Superintendent's range 18 is warranted. Comparing the statewide responsibility, number of parts depots, and responsibility for coordination with the maintenance shops but lack of direct responsibility for maintenance activities to the District Equipment Manager's responsibility for maintenance, parts, and administration in a limited geographic area indicates a higher salary range than the District Equipment Manager's range 20 is not appropriate. The similarities in difficulty, authority, and program responsibilities indicates the classes may fairly be assigned the same salary range. This supports the Equipment Fleet Parts Manager being assigned range 20.

Comparing the Equipment Fleet Maintenance Manager's statewide geographic, supervisory, and programmatic responsibility for the maintenance shops to the District Equipment Manager's regional responsibility for maintenance, parts, and administration reveals an interesting conflict. The new class' increase in responsibility as indicated by geographic scope and number of subordinate managers is off-set by a reduction in the types of work managed and the different skills required. This type of change would not normally support an increase in salary range and, depending on the determining factors used to originally establish the range, could result in a lower range being appropriate. The available information on the factors used to set the salary range of the District Equipment Manager indicates the changes which led to the new class would not have resulted in assigning a different salary range. This supports the Equipment Fleet

Maintenance Manager being assigned range 20, which is lower than the range determined by the internal alignment with other classes. Sound classification principles dictate that current information and comparisons be given greater weight than previously conducted analyses. Based on the current organizational hierarchy and internal alignment, and the standard practice of providing a two range interval between a supervisory level and the positions supervised, the Equipment Fleet Maintenance Manager is most appropriately assigned salary range 21.

Determining the appropriate salary placement for these classes is complicated by the fact that the lower level positions supervised, from which one would expect to make promotional appointments, are in the Labor, Trades and Crafts pay plan. The state's requirement is for internal alignment within a pay plan. Attempting to make adjustments based on comparisons between pay plans with their separately negotiated pay amounts could inflict damage to the alignment decisions made within each plan. Comparison of the salaries determined by internal alignment with the pay plan for Labor, Trades, and Crafts indicates the Equipment Fleet District Manager and Equipment Fleet Parts Manager would be paid higher base rates than the employees supervised. No further consideration of comparisons between pay plans is warranted.

Conclusions:

The reorganization of the State Equipment Fleet has changed the work of the management level positions sufficiently to require new class specifications. The work is appropriately grouped into three job classes titled Equipment Fleet District Manager, Equipment Fleet Parts Manager, and Equipment Fleet Maintenance Manager. The classes are properly placed in the Highway and Automotive Maintenance Supervision job family and assigned class codes P9711, P9712 and, P9713. Assigning the classes to salary range 19, 20, and 21, respectively, will provide fair and reasonable compensation for services rendered and meet the requirements for "like pay for like work."

The class specifications for Equipment Fleet Parts Manager (P9712-20), and Equipment Fleet Maintenance Manager (P9713-21) are effective November 16, 2004.

The class specification for Equipment Fleet District Manager (P9711-19) is effective January 1, 2005. This delay will provide the agency with sufficient time to recruit for and fill the positions in the new classes and implement the final stages of their reorganization.

These class specifications replace the District Equipment Superintendent (P9755-18) and District Equipment Manager (P9732-20) job classes which will be abolished when the positions in the classes have been reclassified or deleted.

Attachments:

Final class specifications

cc: Frank Richards, State Maintenance & Operations Engineer
Office of the Commissioner
Department of Transportation & Public Facilities

Nancy Slagle, Director
Division of Administrative Services
Department of Transportation & Public Facilities

Judy Porter, Senior Management Consultant
Management Services – Transportation & Public Facilities

Technical Services - Transportation & Public Facilities

Employee Records